

1. Caracterização da Unidade Curricular

1.1. Designação da Unidade Curricular

1.1.1. Designação

Gestão Estratégica

Curso(s):

Gestão (P.L.)

Gestão

1.1.2. Designation

Strategic Management

Course(s):

Degree in Management

1.2. Sigla da área científica em que se insere

1.2.1. Sigla da área científica

G

1.2.2. Scientific area's acronym

G

1.3. Duração da Unidade Curricular

1.3.1. Duração

Semestral

1.3.2. Duration

Semestral

1.4. Total de horas de trabalho

1.4.1. Horas de trabalho

Horas de Trabalho: 0162:00

1.4.2. Working hours

Working hours: 0162:00

1.5. Total de horas de contacto

1.5.1. Horas de contacto

(T) Teóricas:	0012:30	(TC) Trabalho de Campo:	0006:00
(TP) Teórico-Práticas:	0040:00	(OT) Orientação Tutorial:	0015:00
(P) Práticas:	0015:00	(E) Estágio:	0000:00
(PL) Práticas Laboratoriais:	0000:00	(O) Outras:	0003:30
(S) Seminário:	0003:00		
Horas Contacto:	0095:00		

1.5.2. Contact hours

(T) Theoretical:	0012:30	(TC) Field Work:	0006:00
(TP) Theoretical-practical:	0040:00	(OT) Tutorial Guidance:	0015:00
(P) Practical:	0015:00	(E) Internship:	0000:00
(PL) Laboratory practices:	0000:00	(O) Other:	0003:30
(S) Seminar:	0003:00		
Contact Hours:	0095:00		

1.6. ECTS

6

1.7. Observações

1.7.1. Observações

Não existem comentários.

1.7.2. Comments

There are no comments.

2. Docente responsável e respetiva carga letiva na Unidade Curricular

2.1. Docente responsável e carga letiva (preencher o nome completo)

JOSÉ DUARTE MOLEIRO MARTINS

TPGN51 (4.5 horas semanais; 67.5 horas semestrais)

2.2. Responsible academic staff member and lecturing load (fill in the full name)

JOSÉ DUARTE MOLEIRO MARTINS

TPGN51 (4.5 week hours; 67.5 semester hours)

3. Outros docentes e respetivas cargas letivas na Unidade Curricular

3.1. Outros docentes e respetivas carga letivas

FERNANDO ANTÓNIO DA COSTA GASPAR

TPGD51 (4.5 horas semanais; 67.5 horas semestrais), TPGD52 (4.5 horas semanais; 67.5 horas semestrais), TPGD53 (4.5 horas semanais; 67.5 horas semestrais)

JOÃO MANUEL DO FREIXO PEREIRA

TPGN52 (4.5 horas semanais; 67.5 horas semestrais)

3.2. *Other academic staff and lecturing load*

FERNANDO ANTÓNIO DA COSTA GASPAR

TPGD51 (4.5 week hours; 67.5 semester hours), TPGD52 (4.5 week hours; 67.5 semester hours), TPGD53 (4.5 week hours; 67.5 semester hours)

JOÃO MANUEL DO FREIXO PEREIRA

TPGN52 (4.5 week hours; 67.5 semester hours)

4. Objetivos de aprendizagem (conhecimentos, aptidões e competências a desenvolver pelos estudantes)

4.1. Objetivos de aprendizagem

Os alunos devem:

Conseguir descrever os principais conceitos de estratégia.

Saber desenhar/definir uma estratégia com base nos conceitos.

Saber analisar o mercado e a concorrência.

Saber analisar a situação organizacional de uma empresa.

Saber identificar as atividades da organização e o seu contributo para a criação de uma vantagem competitiva sustentável.

Saber estabelecer estratégias alternativas em resultado das análises externa e interna do ambiente.

Saber desenhar estratégias em ambientes previsíveis e em ambientes turbulentos.

Saber escolher a melhor estratégia para a organização, que conduza a um posicionamento competitivo único no mercado.

Saber captar valor e criar valor para a organização e para o mercado.

Saber monitorizar e retificar a estratégia implementada.

Delinear o processo de internacionalização de uma empresa.

Ser capaz de fundamentar e de defender as opiniões técnicas pessoais.

4.2. *Learning outcomes of the curricular unit*

Students should:

- To be able to describe the main concepts of strategy.
- Know how to design / define a strategy based on concepts.
- Know how to analyze the market and the competition.
- Know how to analyze the organizational situation of a company.
- Know how to identify the organization's activities and their contribution to the creation of a sustainable competitive advantage.
- Know how to establish alternative strategies as a result of external and internal environmental analysis.
- Know how to design strategies in predictable and turbulent environments.
- Know how to choose the best strategy for the organization that leads to a unique competitive positioning in the market.
- Know how to capture value and create value for the organization and the market.
- Know how to monitor and rectify the strategy implemented.
- Outline the internationalization process of a company.
- Be able to substantiate and defend personal technical opinions.

5. Conteúdos programáticos

5.1. Conteúdos

1. Principais conceitos
 - 1.1. Estratégia: conceito e evolução prática.
 - 1.2. A importância da gestão estratégica.
2. Processo de elaboração e de implementação da estratégia
 - 2.1. Visão e missão. Valores. Objetivos e metas.
 - 2.2. Análise do ambiente externo.
 - a) Análise do ambiente societal.
 - b) Análise das forças competitivas no sector.
 - c) Análise de grupos estratégicos.
 - 2.3. Análise do ambiente interno.
 - a) Identificação de ativos, capacidades e competências competitivas.
 - b) Estrutura VRIO e implicação competitiva.
 - c) Implicações da visão baseada nos recursos.
 - d) Cadeia de valor e fontes de vantagem competitiva.
 - e) Valor e sistema de valor.
 - 2.4. Formulação da estratégia.
 - a) Fatores modeladores da estratégia.
 - b) Natureza integrativa da estratégia.

- c) Análise da situação.
- d) Mercado potencial. Alvos competitivos. Segmentos a servir.
- e) Movimento e posicionamento estratégicos.
- f) Tipos de estratégia.
- g) Definição de estratégias.

2.5. Implementação e controlo da estratégia.

- a) Liderança, partilha de objetivos e performance.
- b) Estrutura organizacional.
- c) Cultura organizacional.
- d) Empowerment.
- e) Políticas de recompensa dos colaboradores.
- f) Sistemas de controlo de gestão.
- g) Ajustamento/redefinição da estratégia.

3. Dinâmicas da estratégia organizacional

- 3.1. Hipercompetição e vantagem competitiva sustentável.
- 3.2. Descontinuidade tecnológica.
- 3.3. Criação de conhecimento e inovação na learning organization.
- 3.4. Reengenharia do processo de negócio.
- 3.5. Exploração de fronteiras estratégicas: movimento estratégico.

4. Estratégia de internacionalização e de globalização da empresa

- 4.1. Pensar global nos negócios.
- 4.2. Estratégia de internacionalização.
 - a) Estratégia de entrada no mercado internacional.
- 4.3. Estratégia multidoméstica e estratégia global da empresa.
- 4.4. Tipologia dos modos de operação internacional.

5. Governo da empresa

- 5.1. O papel dos stakeholders na filosofia de negócios.
- 5.2. Teoria da agência.
- 5.3. Responsabilidade social e ética da empresa.

5.2. Syllabus

1. Key Concepts
 - 1.1. Strategy: concept and practical evolution.
 - 1.2. The importance of strategic management.
2. Strategy development and implementation process
 - 2.1. Vision and mission. Values and objectives
 - 2.2. Analysis of the external environment.
 - a) Analysis of the societal environment.
 - b) Analysis of the competitive forces in the sector.
 - c) Analysis of strategic groups.
 - 2.3. Analysis of the internal environment.
 - a) Identification of assets, capabilities and competitive competences.
 - b) VRIO structure and competitive implication.
 - c) Implications of resource-based vision.
 - d) Value chain and sources of competitive advantage.
 - e) Value and value system.
 - 2.4. Strategy formulation.
 - a) Modeling factors of the strategy.
 - b) Integrative nature of the strategy.
 - c) Situation analysis.
 - d) Potential market. Competitive Targets. Segments to serve.
 - e) Strategic movement and positioning.
 - f) Types of strategy.
 - g) Definition of strategies.
 - 2.5. Implementation and control of the strategy.
 - a) Leadership, goal sharing and performance.
 - b) Organizational structure.
 - c) Organizational culture.
 - d) Empowerment.
 - e) Employee reward policies.
 - f) Management control systems.
 - g) Strategy adjustment / redefinition.
3. Dynamics of organizational strategy
 - 3.1. Hypercompetition and sustainable competitive advantage.
 - 3.2. Technological discontinuity.
 - 3.3. Knowledge creation and innovation in the learning organization.
 - 3.4. Business process reengineering.
 - 3.5 Exploration of strategic boundaries: strategic movement.
4. Company internationalization and globalization strategy
 - 4.1. Think globally about business.
 - 4.2. Internationalization strategy.
 - a) International market entry strategy.
 - 4.3. Multidomestic strategy and overall company strategy.
 - 4.4. Typology of international modes of operation.
5. Corporate Governance
 - 5.1. The role of stakeholders in business philosophy.
 - 5.2. Agency theory.
 - 5.3. Corporate social and ethical responsibility.

6.2. Demonstration of the syllabus coherence with the curricular unit's objectives

The syllabus is structured in chapters in which it starts from a general analysis (external analysis and internal analysis) to particular (strategy and positioning) incorporating the fundamental concepts of the strategy, as well as the main instruments in making the strategic diagnosis in order to achieve the proposed objectives of the course.

7. Metodologias de ensino (avaliação incluída)

7.1. Metodologias de ensino (avaliação incluída)

O método de ensino combina a abordagem expositiva com casos de estudo, de modo a permitir o domínio dos conceitos e dos instrumentos de aplicação prática. A vertente empírica da unidade curricular visa permitir aos alunos testarem e demonstrarem a aquisição de conhecimento técnico e de competências de relacionamento interpessoal orientadas para o trabalho em equipa.

Avaliação: teste (45%); trabalho em grupo (40%); e A análise e apresentação de temas em ambiente letivo (15%).

7.2. *Teaching methodologies (including evaluation)*

The teaching method combines the expository approach with case studies in order to master the concepts and instruments of practical application. The empirical aspect of this course aims to enable students to test and demonstrate the acquisition of technical knowledge and interpersonal skills related to teamwork.

Evaluation: test (45%); group work (40%), and Analysis and presentation of topics in a teaching environment (15%).

8. Demonstração da coerência das metodologias de ensino com os objetivos de aprendizagem da Unidade Curricular

8.1. Demonstração da coerência das metodologias

A resolução do teste permite aferir a aquisição dos conceitos e dos conhecimentos das principais teorias, e o domínio da sua aplicação prática em estudos de caso.

A realização do trabalho de grupo permite avaliar a capacidade de trabalho em equipa na aplicação dos conhecimentos adquiridos à realidade empresarial, elaborando um diagnóstico estratégico de empresas a operar no ambiente competitivo global, tal como referido nos objetivos da unidade curricular.

8.2. *Demonstration of the coherence between the teaching methodologies and the learning outcomes*

The completion of the test allows for the assessment of the acquisition of concepts and knowledge of the main theories, as well as the mastery of their practical application in case studies.

The group project enables the evaluation of teamwork skills in applying the acquired knowledge to the business environment, by developing a strategic diagnosis of companies operating in the global competitive environment, as stated in the course objectives.

9. Bibliografia de consulta/existência obrigatória

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· Principal

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· Complementar

Livros

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Bases de dados de Gestão

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